



Doing Business with
Raytheon

Raytheon

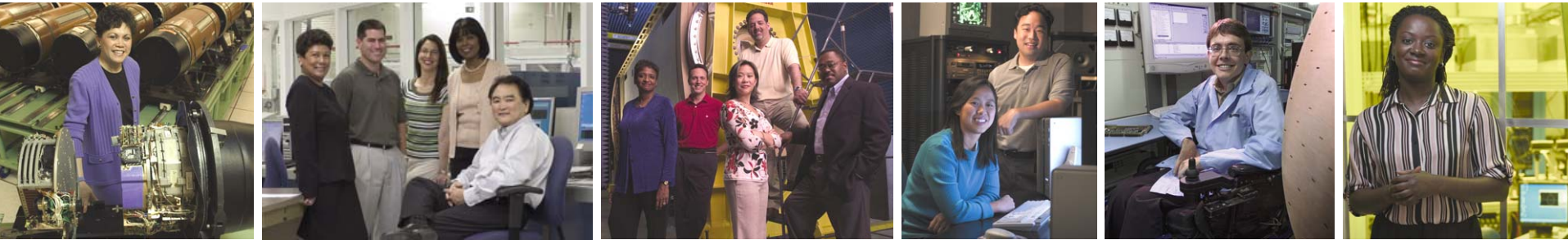
Customer Success Is Our Mission

2006 Veterans and Service-
Disabled Veteran-Owned
Small Business Conference

December 4-7, 2006

Dallas, Texas

Raytheon ... Who We Are



We are ...

- A Customer Focused Company that places the highest value on People, Integrity, Commitment and Excellence
- 2005 Sales: \$21.9 billion
- More than 80,000 employees worldwide
- Headquarters: Waltham, Massachusetts

Our Vision

- Be the most admired defense and aerospace systems supplier through world-class people and technology.

Working as One Company Focused on the Customer

Raytheon ... What We Do



A world leader in technology-driven solutions that provide customers with integrated mission systems

- Raytheon is an industry leader in:
 - Defense, government and commercial electronics
 - Space
 - Information technology
 - Technical services
 - Business aviation and special mission aircraft
- Raytheon provides integrated mission systems to meet the critical defense and non-defense needs of its customers

Customer Success Is Our Mission

Raytheon ... Who We Serve



Our Customers are
men and women in uniform,
pilots and their passengers,
and our partners in
government agencies and industries.

Customer Focus Drives Growth



- **Performance – Promises made, promises kept.**
- **Relationships – Listen, anticipate, respond and follow through with our Customers, partners and each other.**
- **Solutions – Develop and provide superior Customer solutions, working as One Company.**

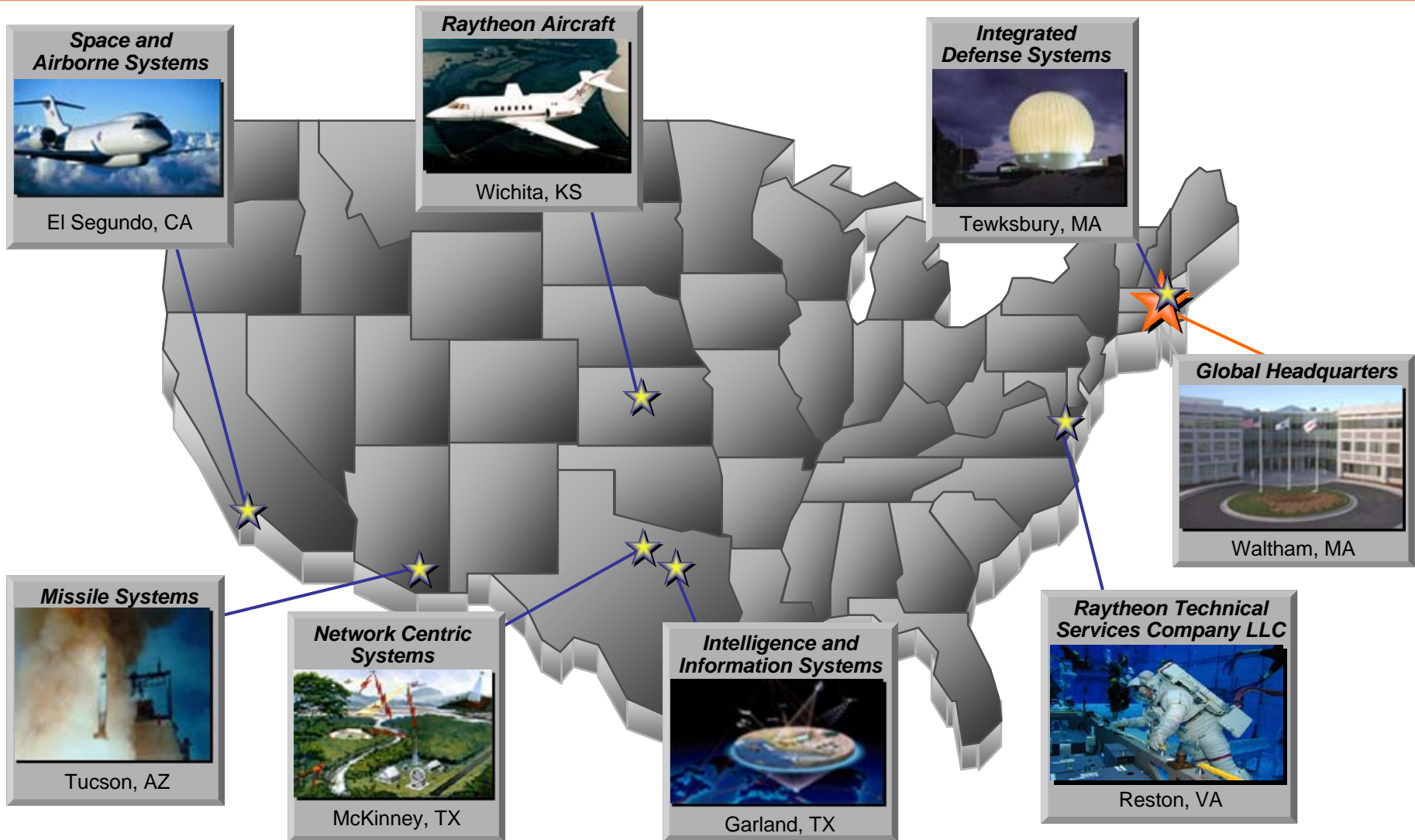
Focusing on the Customer

Markets Align with Customer Priorities



- Missile Defense
 - **Enable any sensor, any shooter**
- Intelligence, Surveillance and Reconnaissance
 - **Enabling decision superiority**
- Precision Engagement
 - **Joint...speed...effects**
- Homeland Security
 - **Knowledge-driven security**

Raytheon Business Headquarters



80,000 employees; 2005 Revenue: \$21.9B

A Global Presence



- Raytheon International, Inc. business development offices
- Raytheon International, Inc. business development headquarters
- Raytheon Systems Limited
- Raytheon Australia Pty. Ltd.
- Raytheon Canada Ltd.
- Thales Raytheon Systems

Customers in 76 Countries Around the World

Raytheon Supplier Diversity

Raytheon's "Supplier Diversity" Program is designed to drive supplier source selection strategy and ensure compliance with:

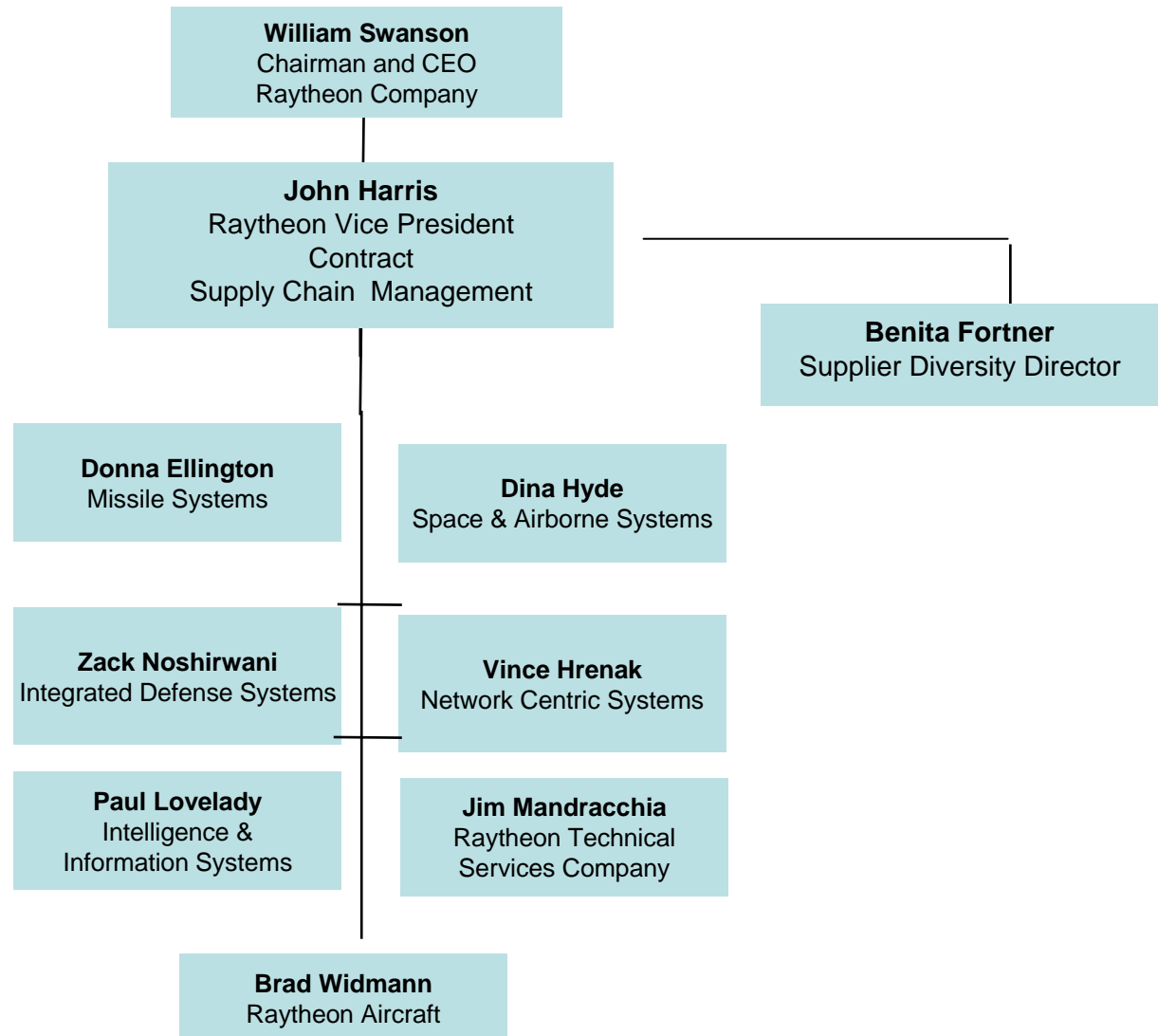
- Public Law
- Federal Acquisition Regulations
- Customer Requirements
- Company Policy

concerning the utilization of businesses that are:

- Small
- Small Disadvantaged
- Woman Owned - Small Businesses
- Veteran and Service-Disabled Veteran Owned Small Businesses
- Small Businesses meeting Hub Zone Criteria (historically under-utilized)
- Historically Black Colleges, Universities and Minority Institutions
- Minority and Women-Owned Businesses

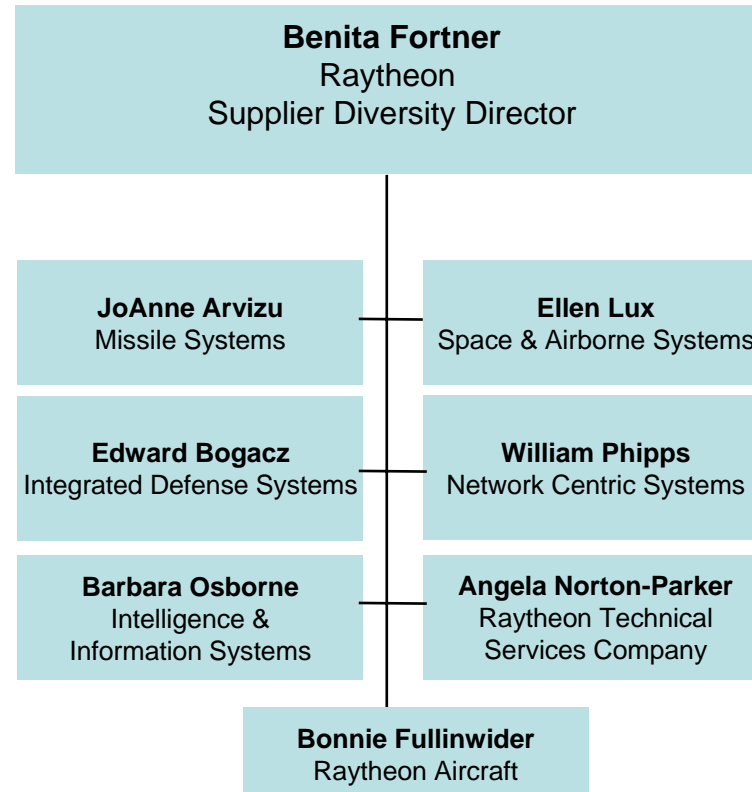
Supplier Diversity Executive Council

Organize
to support
Supplier
Diversity
Objectives



Supplier Diversity Leadership Team

...and assign
Staff to
develop and
Execute
initiatives



Supplier Diversity Strategic Plan

- Road map to inclusion of suppliers that meet diversity category certification requirements
- Key Certifications
 - CCR / ProNet (SB, WOSB, SDV, Veteran / SDB, Hub Zone,)
 - NMSSDC (MBE)
 - WBENC (WBE)

The image displays the cover and several pages of the Raytheon Supplier Diversity Strategic Plan. The cover features the Raytheon logo at the top right, a vertical strip of seven diverse individuals on the left, and the title 'Supplier Diversity' in large, bold letters. Below the title, it reads 'Raytheon Supplier Diversity Strategic Plan'.

I. Introduction
 Raytheon is committed to diversity in the workplace and in the selection of suppliers that provide goods and services in support of Raytheon contracts. This plan provides the structure and processes necessary to establish and maintain mutually beneficial relationships with small, minority and women-owned businesses. The plan outlines the Supplier Diversity organization, policy, and strategies to meet the Supplier Diversity Objectives, as well as Employee Training and Recognition, Supplier Development, and Metrics to evaluate successful performance.

"Diversity is a cornerstone for Raytheon and a key to our success. It is how we run our business. I am committed to diversity because I know it allows us to harness and apply diversity of thought, opinion and background to achieve superior solutions for our customers. Supplier Diversity is a critical component of our integrated supply chain. To be successful we must include all suppliers who can provide our customers with the best value products or services available. Many of our diversity suppliers are the best and brightest in their respective industries. They share the challenge of consistent performance in quality, delivery and new value. Our progress in diversity is a testament to the power of a diverse company and a diverse supplier as our customers. Embracing diversity will make Raytheon a better company."
 Bill Swanson
 Chairman and CEO

II. Supplier Diversity
 Raytheon's Vice President Chain and Chief Learning Officer's Supplier Diversity Council serves as the primary oversight body for the company's Supplier Diversity program. The Director of Diversity Program serves as the primary point of contact for the Diversity Council and leads the network, headed by Supplier Diversity Leaders, in the implementation of the program objectives designated by the Supplier Diversity Executive.

VI. Supplier Diversity Initiatives and Future Innovations
 The following initiatives have been identified to support the strategies and accomplish the objectives established for Raytheon's Supplier Diversity Program.

Minority-Owned Business Initiatives
 Working with key minority suppliers and minority business advocacy groups, Raytheon will establish a joint Raytheon/Supplier Diversity Council. The council will meet a minimum of once a year and discuss issues, activities, and business trends that impact the minority business community.

Women-Owned Business Initiatives
 Working with key women-owned businesses, Raytheon will establish a joint Raytheon/Supplier Women's Business Advisory Council. The council will meet a minimum of once a year and discuss issues, activities, and business trends that impact the women-owned business community.

Mentor Protégé Agreements
 In cooperation with individual business leadership, program offices and supply chain leadership, the Supplier Diversity business leaders will target Raytheon Mentor Protégé participation in response to customer requirements and mentor protégé funding. Mentor Protégé agreements will be pursued to increase supplier diversity opportunities, satisfy customer requirements and provide a competitive advantage for Raytheon, where applicable. The following actions will be taken to support Raytheon's Mentor protégé activity:

- Work with program offices and engineering to assess the opportunity for mentor protégé agreements based on key commodities and technology needs
- Develop and deploy a standardized marketing strategy to maximize the subcontracting opportunities for all protégé companies

year and discuss issues, activities, and business trends that impact the women-owned business community.

In addition, the following actions will be taken to enhance opportunities for minority and women-owned businesses.

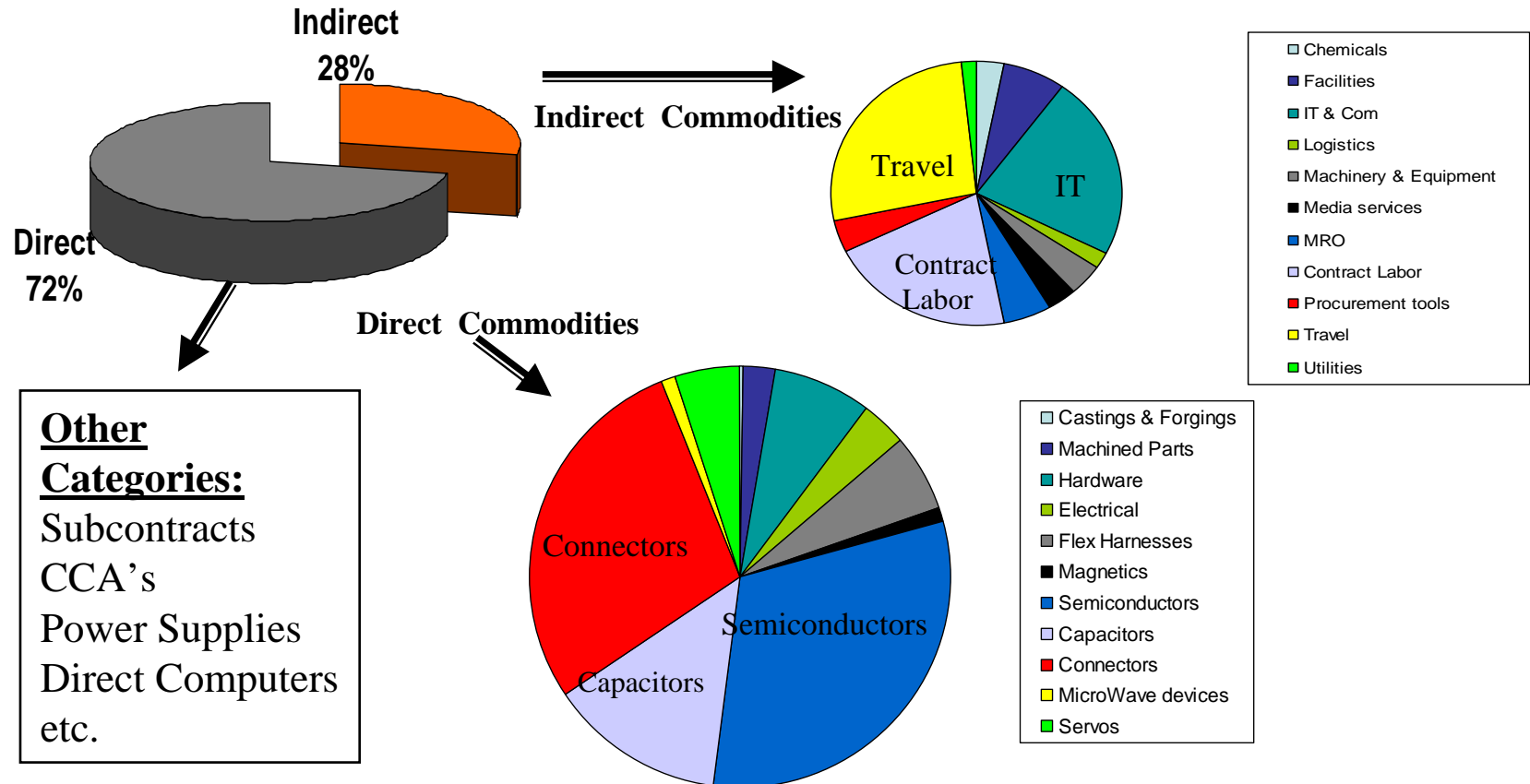
- Facilitate minority and women-owned business presentations with Raytheon Program, Engineering, and Strategic Procurement Teams
- Develop and document a process for inclusion of minority and women-owned businesses to participate with Raytheon on contract proposal activities

Supply Chain Strategies

Utilization of tools and techniques to reduce costs associated with inventory and supplier performance management

- Integrated strategic sourcing teams / Supplier consolidation
- E-Enabled business transactions
 - Internet-based transactions
- Inventory Management Processes
 - Barcode technology
 - Just-in-time deliveries from suppliers
 - Supplier managed inventory
 - Warehouse management outsourcing
- Supplier performance management
 - Supplier scorecards
 - Web based supplier communications

Sourcing Opportunities



Indirect Commodity Agreements

Art/Computer Graphics/Text Processing
Chemical & Gas Management
Color Film Processing
Computer Hardware/Software
Consultants
Contract Labor
Copier Paper/Fine Paper
Copiers & Print Services
Energy Brokering
Express Air - Domestic
Express Mail - International
Facilities Services
Faxes
Flight Operations Services
Food and Vending Services
Forms
Freight Payment - 3rd Party
Fuels & Oils
Furniture
General Construction
Graphic Supplies
Hazardous Waste & Environmental

Household Goods Transportation
International Freight Forwarding &
Brokerage Services
Janitorial Supplies
Lease/Purchase Vehicles
Lithography
Manufacturing/Laboratory Supplies
Office and Computer Supplies
Packaging Supplies
Professional Services-Health & Welfare
Purchasing Card
Reprographics
Security
Software Development
Solid Waste Management and Recycling
Supplies & Services/Video Services
Telecommunications - Cell Phones
Telecommunications - Pagers
Telecommunications Long Distance Voice
Test Equipment
Test Equipment Calibration
Test Equipment Rental
Transportation Logistics

Direct Commodity Agreements

- Castings
- Chemicals & Gases
- Connectors
- Electrical Products
- Guidance and Controls
- Hardware and Bearings
- Machining
- Major Assemblies
- Manufacturing Lab Supplies
- Packaging Suppliers
- Wire & Cable
- Microwave Devices
- Optics
- Outside Services
- Passive Devices
- Power Supplies
- Propulsion Warheads & Pyrotechnics
- PWBs / CCAs
- Semiconductors
- Test Equipment

Supplier Performance Requirements

- Excellent Products and Services
- Competitive pricing
- Leading edge technology
- Advanced processes in manufacturing / delivery / service / customer service
- E-enabled business processes
- Process / Quality Certifications
 - ISO 9001 (2000 Release)
 - Compliance for general commodities
 - Certified for flight and mission critical hardware
 - AS9100
 - Higher level requirement for aerospace
 - (84 additional requirements – program product specific)
 - Air frame manufacturers (prime requirements)

Supplier Diversity Focus Areas

Traditional Small Business Categories

- Small, Small Disadvantaged, Women Owned
- Historically Black Colleges – Minority Institutions

Newer Small Business Categories

- Hub Zone Certified Small Businesses
- Veteran Owned Small Businesses
- Service Disabled Veteran Owned Small Businesses

Comprehensive Subcontracting Plan Initiative Areas

- Native American / Tribal Owned Businesses

Veteran Small Business Initiatives

Veteran and Service-Disabled Veteran Small Business Initiatives in Comprehensive Small Business Subcontracting Plan

- Mentor Protégé and Technical Assistance Programs
- Raytheon Six Sigma for Suppliers / Supplier Development
- Small Business Innovative Research Critical Technologies
 - Enhanced Manufacturing Processes
 - Service Support Innovation
- Small Business Technology Transfer
 - Historically Black Colleges, Universities, and Minority Institutions
 - Research and study requirements
 - Mentor Protégé technical assistance providers
- Customer and Industry Conferences / Raytheon Conferences – workshops – Supplier Days
- Raytheon Supplier Diversity Web Site

Changing Role of Suppliers

- Develop customized value proposition
- Shorter and more reliable supply chain

Both approaches refocus source selection from price to total value.

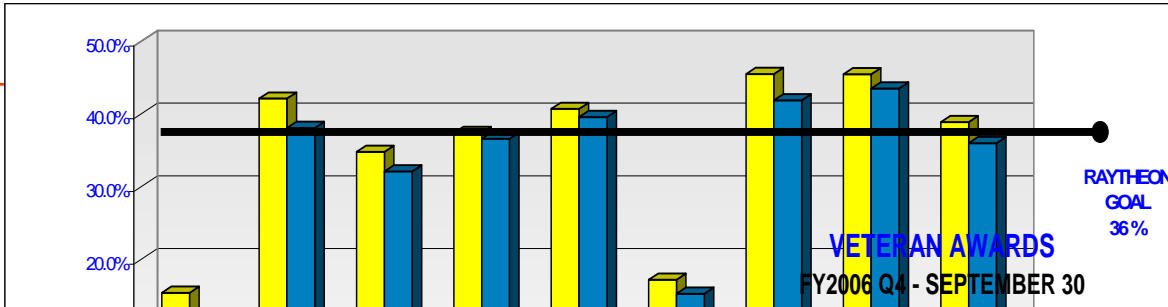
Emphasis on Total Value

Raytheon

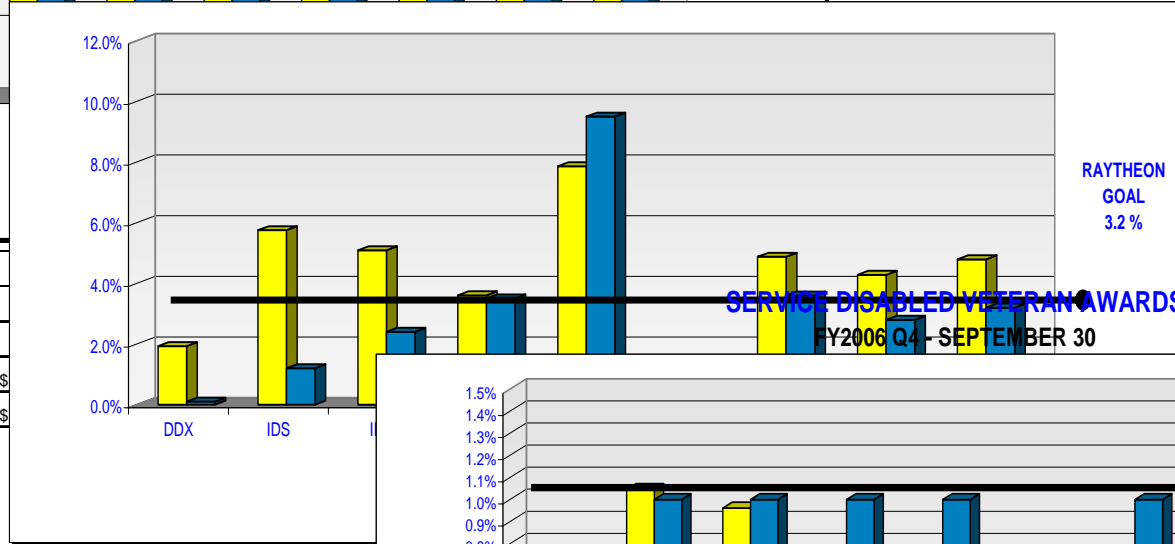
SMALL BUSINESS AWARDS

FY2006 Q4 - SEPTEMBER 30

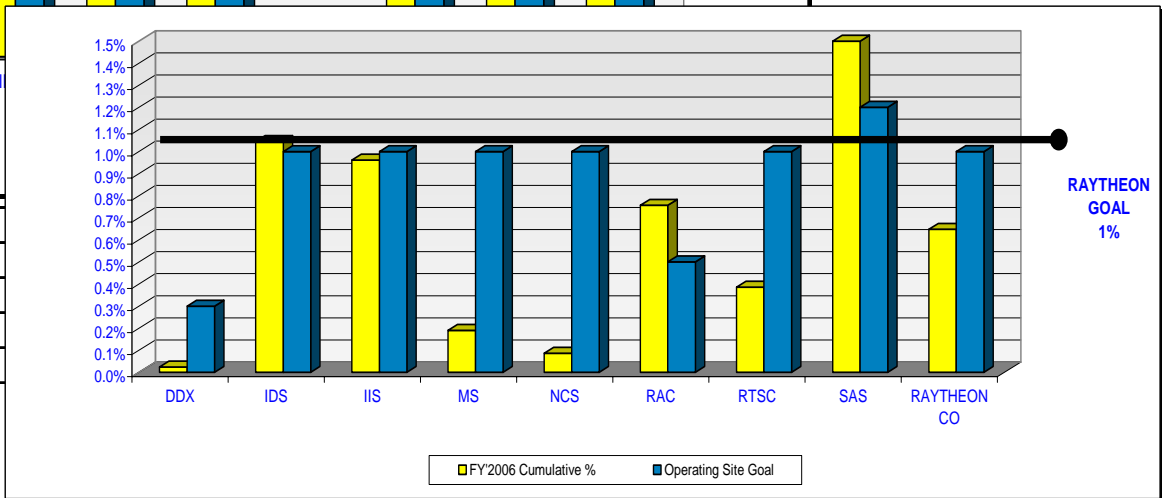
Raytheon



	DDX	
FY'2006 Cumulative %	15.4%	
Operating Site Goal	7.8%	
SB \$ Committed	\$ 36,511,284	\$
Total Domestic \$ Committed	\$ 236,809,346	\$



	DDX	
FY'2006 Cumulative %	1.9%	
Operating Site Goal	0.1%	
Veteran \$ Committed	\$ 4,567,609	\$
Total Domestic \$ Committed	\$ 236,809,346	\$



	DDX	IDS	IIS	MS	NCS	RAC	RTSC	SAS	RAYTHEON CO
FY'2006 Cumulative %	0.0%	1.0%	1.0%	0.2%	0.1%	0.8%	0.4%	1.6%	0.6%
Operating Site Goal	0.3%	1.0%	1.0%	1.0%	1.0%	0.5%	1.0%	1.2%	1.0%
SD Veteran \$ Committed	\$ 55,813	\$ 5,859,028	\$ 1,966,831	\$ 1,853,244	\$ 606,178	\$ 1,034,198	\$ 1,424,945	\$ 13,011,594	\$ 25,811,831
Total Domestic \$ Committed	\$ 236,809,346	\$ 560,868,021	\$ 204,641,982	\$ 977,012,171	\$ 699,642,840	\$ 136,709,371	\$ 369,649,281	\$ 797,286,977	\$ 3,982,619,989

Veteran Business Successes

Network Centric Systems

- Small business inclusion plays significant role in US Army Aviation Command and CECOM competition for the Multi-Mode Aviation Radio System (MARS). small and SDB - SDV businesses accounted for approximately 45% of the total contract value.

Missile Company

- Veteran-Owned Small Business Key to the success of Raytheon Missile Systems competing in the projectile market, Key to the success of Excalibur, holds a 99.5% 12 month SRS rating with over 10,000 parts delivered
- Named Regional III “Subcontractor of the Year” during the 2006 National Small Business Week. RMS

Intelligence and Information Systems

- Small veteran-owned business, provides the Leading Edge Analysis and Display System (LEADS) for several weather programs played a significant role in IIS's award of the Joint Environmental Toolkit (JET) program . Raytheon won this program with LEADS as a key component of our system. Our Weather Data Analysis Capability (WDAC) program at the Air Force Weather Agency systems at Offutt AFB, also incorporates LEADS as the key component of the Standard Forecasater Toolkit.

Space and Airborne Systems

- Service disabled veteran owned business awarded mail room outsourcing contract
- Service disabled veteran owned business awarded multi-year construction and facilities contract

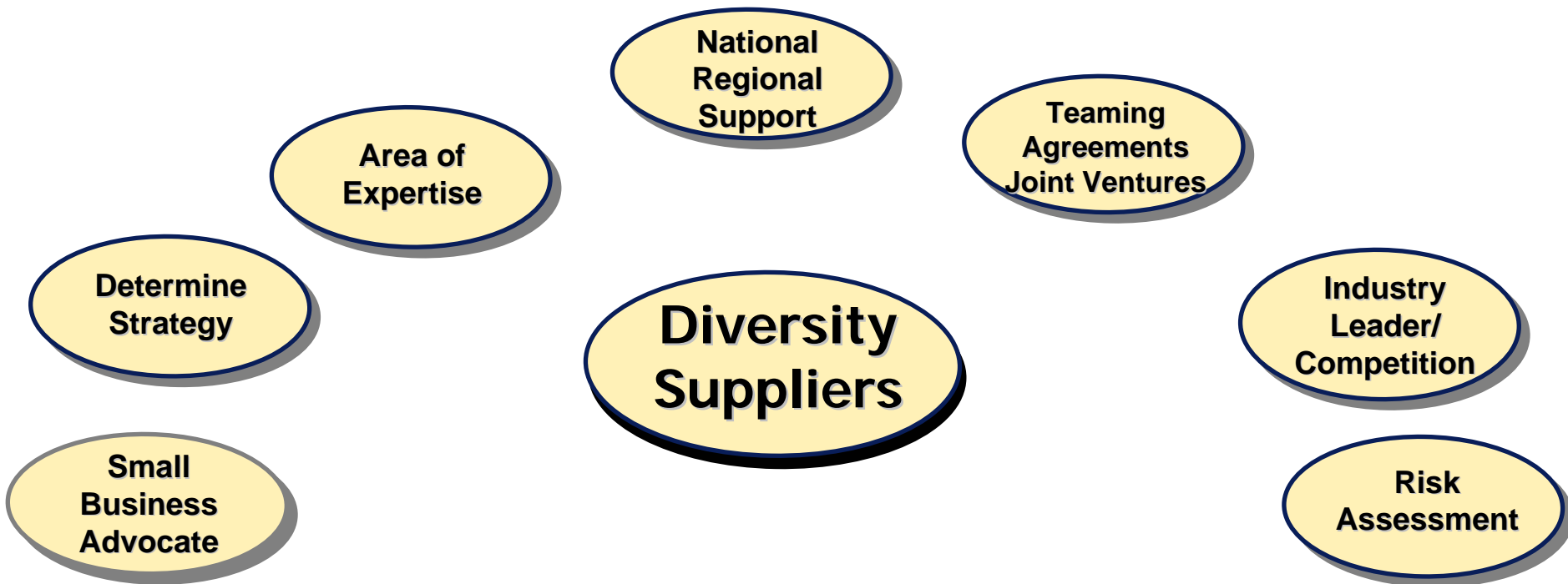
RTN Company Wide Agreement

- **Electronic Components agreement**

RTSC - Team Carrier 21 and Partners



Supplier Diversity Planning Process



- Work with Small Business advocate to clarify requirements.
- Company / Regional Agreement – Program Specific Requirements
- Identify/highlight your areas of expertise and map to target company
- Utilize existing or develop strategic alliances

- Are you in the position to bid for prime contracts with the right Teaming Agreement?
- Research industry competition. Am I a leader in this field? Who held the last contract?
- Can you afford (time, money, technology) to pursue this business?

Supplier Diversity Registration and Contacts



Home > Connect With Us > Raytheon Supplier Diversity

Connect With Us

Customer Connections

Employee Connections

Supplier Connections

IDIQ Contract Vehicles

Raytheon Supplier Diversity

Potential Supplier
Registration

Related Links



"We are building

The goal of Raytheon is to provide an environment for small businesses owned and controlled by minorities, women, and service disabled veterans, and small businesses located in HUB Zones. Raytheon also seeks to provide an inclusive environment for historically black

Raytheon Supplier Registration

Please use the registration option below, fill out the required information and click the Connect With Us button. If you make a mistake, you may click on the Cancel button to return to the registration page.

Option 1: Register with a DUNS

If you know your 9-digit DUNS number, please enter it in the space provided and click on the continue button:

DUNS: - -

Option 2: Register with a EIN/TIN

If you do not know your 9-digit "DUNS" number you may register using your 9-digit Employer Identification Number (this may be your Taxpayer Identification Number) if

[Business Classifications](#)

[PDF FORMAT](#)

The On-line Supplier Registration tool will aid in matching suppliers to opportunity.



SUPPLIER DIVERSITY PROGRAM CONTACT POINTS

Listed below are the Supplier Diversity Program contact points for Raytheon Company. This network of administrators will help assist small, small disadvantaged, and woman-owned small businesses become acquainted with Raytheon procurement requirements.

Website: <http://www.raytheon.com>

Integrated Defense Systems - (IDS)	
Edward A Bogacz - (Business Unit Leader) 350 Lowell Street, Andover, MA 01810, MS AA 2V7102 Ebn: 978/470-7199 Fax: 978/864-0144 edward_a_bogacz@raytheon.com	Tony E. Forrest 610 Dowell Street, Bldg. 894 Keyport, WA 98345-7610 Ebn: 360/394-3411 Fax: 360/394-3494 tony_e_forrest@raytheon.com
Kathy Dapunt 8680 Bullock Blvd., Bldg. 1/H109 San Diego, CA 92123-1502 Ebn: 619/522-2477 Fax: 619/522-2580 kadapunt@raytheon.com	Judy Hardin 353 James Eason Rd., Huntsville, AL 35824 Ebn: 256/772-4788 Fax: 256/774-4617 judy_e_hardin@raytheon.com
Fernando Davis 350 Lowell Street, Andover, MA 01810 Ebn: 978/470-9289 Fax: 978/470-7354 fernando_davis@raytheon.com	Eileen K. Boyer 1030 NE Highway Street, Poulsbo, WA 98370-7759 Ebn: 360/394-7527 Fax: 360/394-7524 eileen_k_boyer@raytheon.com
Intelligence and Information Systems - (IIS)	
Barbara Osborn - (Business Unit Leader) P.O. Box 660023 MS 7K68100, Dallas, TX 75266-0023 Ebn: 972/205-7202 Fax: 972/205-7761 barbara_h_osborn@raytheon.com	Mehin Jackson 1616 McCormick Dr., Upper Marlboro, MD 20774 Ebn: 301/925-0428 Fax: 301/925-1151 mehin_a_jackson@raytheon.com
Wanna A. Elbeck 16800 E. Catalina Parkway, Aurora, CO 80011-5046 Ebn: 720/838-5788 Fax: 720/838-5925 waelbeck@raytheon.com	Mile Pharr 1788 Business Center Dr., Reston, VA 20190-5349 Ebn: 703/759-1730 Fax: 703/759-1780 MDPharr@raytheon.com
Justina Boone 7700 Arlington Blvd. Falls Church, VA 22042 Ebn: 703/876-1973 Fax: 703/806-1016 justina_l_boone@raytheon.com	
Miscellaneous Systems - (MIS)	
Jo Anne Archini - (Business Unit Leader) TUM72/R28, P.O. BOX 11337, Tucson, AZ 85734 Ebn: 520/663-9790 Fax: 520/663-6389 joanne@raytheon.com	

Raytheon Veteran Events

Send email to:

bfortner@Raytheon.com

Company Name, Address, Email Address

Web Site Address, NAICS Code

Indicate interest in attending Veteran Supplier Fair

The Raytheon logo, featuring the word "Raytheon" in a bold, orange, sans-serif font.

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